# OCCUR

## OAKLAND CITIZENS' COMMITTEE FOR URBAN RENEWAL

DRAFT November 25, 1974

## CITIZEN PARTICIPATION IN COMMUNITY DEVELOPMENT: A RECOMMENDED PROCEDURE FOR THE FIRST-YEAR APPLICATION

### INTRODUCTION



In a worksession on November 19, 1974, the City Council requested that OCCUR facilitate citizen involvement in the preparation of Oakland's first-year application for $12.5 million in Community Development funds. The Council's designation of OCCUR is not to be made official until the Council considers OCCUR's plan for citizen participation. The Council also wants information on OCCUR's deficiencies (as noted by the City's consultant, Floyd Hyde) and suggestions on how the Council can monitor and evaluate OCCUR's performance as a facilitator. These issues will be discussed at a second Council worksession on November 26, 1974 (3:00 p.m., Room 115, City Hall).

This report is directed to citizens, community organizations, the City Council, and City staff. It deals with five main subject areas:

1 - A conceptual framework for citizen participation
2 - Comments on OCCUR's deficiencies
3 - The citizen participation requirements of the Housing and Community Development Act of 1974
4 - A description of the suggested citizen participation process for the first-year Community Development application, including OCCUR's role as a facilitator, the functions of citizens, organizations, Councilmen, and City staff, a schedule of activities, and a budget
5 - Comments on how OCCUR's performance can be monitored and evaluated by citizens, the City Council, and City staff.

Depending on citizen and government reaction to this report, it can be developed into the Citizen Participation Plan required by the Housing and Community Development Act.

The City Council has to make two very important decisions on citizen participation. The first is whether the procedure for citizen participation in the

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first-year Community Development application as proposed in this report is satisfactory. This decision should be made immediately; otherwise there will not be enough time for meaningful citizen involvement. The second decision concerns the citizen participation process for the second-year and subsequent Community Development applications. This decision should be made by June, 1975, so that citizens can participate in the development of future applications. The procedure recommended for this year's Community Development application provides a means for citizens to develop a recommendation on how they wish to participate in future Community Development planning, implementation, and evaluation activities. Since only three months remain before the City must complete its first-year Community Development application, citizen involvement this year will be less intensive than it will be in future years. Nonetheless, the steps recommended here will allow meaningful, effective citizen participation. These suggestions also recognize that Community Development activities can succeed in making Oakland a better city only if programs are designed by citizens and City staff* to meet problems identified by citizens and in light of goals and policies identified by the City Council.

OCCUR is mailing this report to the City Council and citizens in the hope it will be received before the November 26 worksession. Persons should feel free to offer comments, criticisms, and suggested modifications. Changes can be made in the way OCCUR proposes to facilitate citizen participation. The basic conceptual framework, however, was developed by citizens in community meetings held during the spring and summer. The essential concept is that citizens will form a number of Community Development Districts in which they will first concentrate on local needs and local programs. Districts will have adequate staff support. Districts will work together to consider issues affecting more than one District. OCCUR will facilitate the flow of information to and recommendations from Districts and will coordinate multi-District consideration of City-wide issues. Each District will be essentially independent and may accept or reject OCCUR's assistance. District recommendations do not have to be filtered through OCCUR. This concept cannot be substantially altered unless both citizens and the Council feel it should be.**

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*Throughout this report, "City staff" refers not only to staff under the direction of the City Manager, but also staff of quasi-independent agencies, such as the Oakland Redevelopment Agency and the Oakland Housing Authority.

**Nonetheless, persons with criticisms of the District concept should make their views known and should agree to work with citizens and the Council so that the advantages and disadvantages of the concept can be studied. This way, potential disadvantages can be minimized.

One other explanatory note is called for. OCCUR is a City-wide organization whose purpose is to encourage citizen involvement in a broad range of City-wide issues, such as City goals and policies, Community Development, City budgeting, and large-scale programs and projects. However, since Community Development activities are intended to be primarily oriented toward low- and moderate-income citizens, this report concentrates on involving those citizens in Community Development policy planning and program planning. Citizens in middle- and upper-income neighborhoods will be less actively involved in planning Community Development programs although they will be involved to the extent Community Development acitivities indirectly affect them by making Oakland a better place for all of its citizens to live.

Finally, note that this report is a draft. Refinements and improvements will be made in coming weeks and months as citizens, OCCUR, and City staff develop a positive working relationship.

## CONCEPTUAL FRAMEWORK

During the spring and summer of 1974, OCCUR sponsored three community meetings on the subject of Community Development. The purpose of the meetings was for citizens to determine how they could most effectively participate in planning, implementing, and evaluating Community Development program activities. These meetings were attended by more than 100 persons representing 38 different community and business organizations. The citizens developed a major report, "A Recommended Process for Citizen Involvement in Community Development", (August 14, 1974) which was presented by OCCUR to the City Council and the Oakland Redevelopment Agency. Subsequently, both the City Manager and the Redevelopment Agency reported to the Council that this citizen participation process would be staisfactory. (Copies of the report are available.) That report described the essential conceptual framework for citizen participation in Community Development.

Two other reports should be mentioned so that the present recommendation for citizen involvement in Community Development can be seen in perspective. During 1973, OCCUR received HUD planning funds ($15,000) to develop a more effective citizen participation process in Oakland. The first report ("Citizen Participation Study", prepared in cooperation with the representatives of several community groups) recommended that OCCUR be a facilitator of citizen participation, rather than attempting to be the citizens' group in Oakland, acting as an umbrella over all organizations. The basic point was that Oakland has many organizations with different interests which could not, for practical and political reasons, be drawn into one group. However, those groups could coalesce aroung issues of common concern. OCCUR could provide a major service by providing relevant, timely information to the organizations and working with them on various issues. In the second study ("Governmental Participation Study"), OCCUR further developed its role as a facilitator and devised a detailed procedure for transmitting information

from City Hall to citizens and for delivering recommendations from citizens to the City government. The basic elements of OCCUR's role as a facilitator are:

1 - Secure information on important issues from City government
2 - Transmit the summarized information to citizens and organizations through mailings, meetings, and the press
3 - Assist citizens and organizations (if they wish assistance) develop recommendations on the issues
4 - Assist citizens and organizations (if they wish assistance) transmit their recommendations back to City Hall at the appropriate time and in a suitable form.

OCCUR employed this facilitative process to obtain citizen involvement in recommending solutions to Oakland's ongoing financial problems. The process was also used to learn how citizens wished to participate in Community Development. The process resulted in the citizens' recommendations (cited above) that established the basic conceptual framework for citizen involvement in Community Development. The citizens' recommendations are consistent with the intent of the Housing and Community Development Act ("... citizens (should have) an adequate opportunity to participate in the development of the application...") and City policies ("The City Council will continue to make every positive effort to improve the communication and involvement between the citizens of Oakland and the City government, ... and to establish effective methods and techniques for citizen involvement in the City's decision-making process.").

The primary components of this conceptual framework developed by citizens are:

- Citizens will first consider problems and needs on the basis of geographic Districts
- Community Development program activities should respond to District-determined needs and priorities
- City Councilmen and City staff should work with citizens to develop priorities and programs
- Districts must work together on issues affecting more than one District
- Intra-District and inter-District communication is necessary, so Districts will require staff support
- District-level and City-wide participation processes must encourage meaningful input from all interested citizens
- OCCUR should facilitate citizen involvement in Community Development, not be a buffer between citizens and their government

Social and economic forces tend to lead people with similar problems and needs into relatively distinct areas of the City. Consequently, the citizens decided that Community Development programs could be most effective and they could most effectively participate in Community Development planning if issues were dealt with primarily on a District basis. Citizens' lack of time and the immediacy of neighborhood problems reinforce the citizens' decision to initially focus their attention on District-level issues. More important, the District approach encourages the development of real community interest beyond the limited dollars of Community Development. Once this happens, neighborhoods can begin to solve their own problems, using Federal funds as a catalyst to much greater individual and neighborhood development.

Practical considerations limit the number of Districts to approximately ten (such as North Oakland, West Oakland, Central Oakland, Chinatown, San Antonio, Fruitvale, Seminary, Elmhurst, Lower Hills, and Upper Hills, with a few further divisions possible). When preparing the first-year Community Development applications, adjacent Districts may wish to work together on issues.

In order for the Districts to function, they must be organized in some manner. The citizens in each District will decide the details of their District's organization. Some areas may wish to create a completely new organization for the purpose of Community Development, others may wish to establish a congress of representatives from existing groups, still others may wish to work on Community Development issues on an ad hoc basis, coming together infrequently for major decisions. OCCUR will assist Districts to organize if they wish assistance. Our primary concern is that whatever organizational scheme is decided on, it be open to meaningful input by all interested citizens. If formal organizations are created, they should be representative of the citizens and interest groups in each District. Major criteria for representativeness are geographic, ethnic, sex, income, and interest group balance.

The purpose of the Districts is to provide citizen involvement in planning, implementing, and evaluating Community Development program activities. Citizens in each District will be responsible for articulating needs, setting priorities, working with City Council and City staff to develop programs, and evaluating program results. These activities can be accomplished in District-wide meetings. The District organization should include representation from the City Council. A small budget for staff and operating expenses will be required, much like the Project Area Committees in present NDP areas.

The Districts must be able to work together on issues affecting more than one District. OCCUR will assist groups to work together on such issues. Conflicts between Districts may arise. Since Community Development funds are limited, not all needed projects and programs can be funded. Which projects in which Districts should be funded? Similarly, a project in one District may

have a negative effect on an adjacent District. Should the project be undertaken or not? OCCUR will facilitate inter-District negotiations in an attempt to resolve such disputes. Our intent will be to help Districts themselves resolve their own conflicts, so that they can present joint recommendations to the City Council. The point here is that each District must have the opportunity to learn how its problems relate to the rest of the City. For example, housing conditions in Seminary may be so severe that negative effects spill over into Fruitvale and Elmhurst. It might be in the best interests of Fruitvale and Elmhurst for the City to implement a large housing program in Seminary, reducing programs in the two adjacent Districts. If funds are to be allocated in this fashion, it would be helpful if all three Districts made such a joint recommendation to the Council.

Ultimately, of course, the City Council will have to determine appropriate Community Development programs and resolve inter-District conflicts. In addition, Districts will have the ability to take recommendations directly to the Council, whether or not they have tried to coordinate with other Districts. Nonetheless, OCCUR's attempts to work with Districts to coordinate recommendations and to mediate disputes (not arbitrate) should help give the Council better information on which to base its final decisions.

## DEFICIENCIES OF OCCUR

In Floyd Hyde's preliminary report to the City Council on Community Development, he stated that OCCUR "... suffers from the following deficiencies:

1 - "Restricted in scope -- not comprehensive
2 - "Viewed by many in the community as not being adequately representative (particularly with respect to low-income and minority persons)
3 - "Inadequately funded and therefore understaffed
4 - "Not geographically representative
5 - "Underutilized."

Without seeming defensive, we would like to briefly respond to those comments.

Comprehensiveness -- Over the past several years, OCCUR has encouraged citizen participation in the resolution of a broad range of City-wide issues. We have not concentrated on neighborhood-level issues since our purpose and perspective is that of a City-wide group, although we have continaully urged that more Federal and local resources be used to resolve neighborhood problems. Some of the issues in which we have successfully facilitated citizen involvement are Options for Oakland, Resolution 51836 and the Oakland Policy Plan, the Workable Program, Annual Arrangements, City Center Redevelopment, NDP activities, Turnkey public housing, Grove-Shafter Freeway replacement housing, City Center replacement housing, affirmative action (for City employees, public works contractors, urban renewal construction workers, contractors, and subcontractors, and employees

of City Center department stores), the City's financial crisis, and Community Development.

Representativeness -- OCCUR has some 500 members who elect a 21-member Board of Directors. Anyone who lives or works in Oakland can be a member; Directors must live in Oakland. Our By-Laws prohibit public officials from serving on the Board of Directors. Three Directors' seats are presently vacant. The remaining eighteen have the following characteristics:

| | | |
|---|---|---|
| Ethnic group: | Black | - 7 Directors |
| | White | - 7 Directors |
| | Chicano | - 3 Directors |
| | Asian | - 1 Director |
| Sex: | Male | - 11 Directors |
| | Female | - 7 Directors |
| Income:* | Lowest 25% of Oakland residents (<$8,000/yr)- 3 Directors | |
| | Middle 50% of Oakland residents (between $8,000 and $21,000) - 11 Directors | |
| | Highest 25% of Oakland residents (>$21,000)- 4 Directors | |

Geographic Representativeness -- OCCUR Directors live in the following Councilmanic Districts (each District includes approximately one-seventh of Oakland's population):

| | |
|---|---|
| Council District 1 (North Oakland) - | 4 Directors |
| Council District 2 (Central) - - | 2 Directors |
| Council District 3 (West Oakland) - - | 3 Directors |
| Council District 4 (Hills) - - | 3 Directors |
| Council District 5 (Fruitvale) - - | 1 Director |
| Council District 6 (Seminary) - - | 2 Directors |
| Council District 7 (East Oakland) - - | 3 Directors |

It is OCCUR's policy that at least two Directors reside in each of the Councilmanic Districts. When Community Development Districts are created, this policy would undoubtedly be modified so that a certain number of Directors live in each Community Development District.

Inadequate Funding and Underutilization -- We would concur in these findings. OCCUR is severely limited in its ability to facilitate citizen participation in important local issues by its $33,000 annual budget ($25,000 grant from City General Fund, $8,000 in contributions from the private sector). Similarly the Council does not often utilize our ability to involve citizens in local decision-making.

*Estimates

## REQUIREMENTS OF THE ACT

The citizen participation requirements of the Act are concise:

1 - Provide citizens with adequate information on the amount of Community Development funds, eligible activities, and other important program requirements (such as the civil rights and environmental impact certifications)

2 - Hold public hearings to determine citizens' views on community development and housing needs

3 - Provide citizens with adequate opportunities to participate in the development of the Community Development application and any subsequent revisions or amendments.

In order to meet these requirements, the City must have a Citizen Participation Plan which tells when and how the requirements will be met. That Plan must provide a procedure for low- and moderate-income persons to articulate their needs, to express preferences among programs, to assist in selecting priorities, to otherwise participate in developing the application, to have access to information, and to receive timely responses to questions and complaints.

It is clear from HUD's regulations for implementing the Act that HUD intends citizens to be meaningfully and effectively involved in Community Development. Since this intent is consistent with the City's own policies for citizen involvement in local government, OCCUR proposes to undertake the actions outlined in the following section to facilitate citizen participation in developing the first-year application.

## CITIZEN PARTICIPATION PROCESS FOR FIRST-YEAR APPLICATION

### Provide Information

OCCUR will provide complete information on Community Development through written reports, public meetings, and the press. A pamphlet on Community Development will be prepared. It will cover these major topics: purpose of Community Development, Community Development's potential effects in Oakland, summary of the legislation, how citizens can participate (and why they should), eligible activities, amount of funds available, constraints (such as insufficient time, inability to fully evaluate present urban renewal and Model Cities programs, lack of specific City-wide objectives, etc.), and a schedule of important dates (community meetings, public hearings, etc.). The pamphlet will be printed in quantity and mailed to all known citizens' organizations and interested individuals. Information will also be provided through the press and a series of District meetings on Community Development. Assistance in preparing this information will be sought from City staff.

Another kind of information will be required when citizens begin specifying District problems, ranking needs, and suggesting programs. The information needed is quantitative measures of District problems. A District will probably recognize it needs a housing rehabilitation program, but unless citizens know how many homes need what kind of rehabilitation, they will not be able to participate in developing a rehabilitation program nor will they be able to relate their District's need to the housing needs in other Districts. Information of this kind will be sought from City staff. OCCUR will work with the Districts and City staff to help determine the kind and quality of information required. Where appropriate, OCCUR will summarize the information to make it more useful to the Districts.

District Organization

Citizens in each District will decide when and how they wish to organize. Some Districts will desire a more formal organizational structure, while others may wish to form an ad hoc task force to consider Community Development issues. If a District wishes, OCCUR can aid in their organizational efforts by providing lists of organizations, sponsoring meetings, securing information on the ethnic and income characteristics of the District, and so on.

Ideally, there will be enough credible organizations in each District to form the beginning nucleus of a Community Development District. OCCUR can assist them to call meetings by mailing notices to individuals and organizations, drafting news releases and advertisements for the press, securing public service air time, and printing handbills and posters. If there are no such organizations in an area, OCCUR will call and sponsor meetings of interested citizens.

To facilitate District-wide organization, dissemination of information, and two-way communication between Districts, OCCUR, and City Hall, Districts must also have access to their City Councilman and some staff support. It is suggested that the Councilman from each District participate fully in organizing the District and in District meetings to develop priorities and Community Development programs. Minimal staff support for each District can be provided by City staff, staff persons from existing community organizations, and OCCUR. Next year, when a more extensive citizen participation process will be undertaken, each District should have its own small staff, funded by the City and responsible both to the District and the City Manager.

Develop Recommendations

This is the most important part of the citizen participation process. Citizens must be able to develop recommendations for Community Development programs that will help solve the problems they idenitify, that are possible to implement, and that are related to City-wide needs. If this can be done, the City Council should have little difficulty in making final program decisions. It will not be an easy task: There is too little time to develop District goals and objectives and relate them to City goals and objectives. There are very few quantified City objectives to act as guideposts. There are no criteria by which to evaluate present urban renewal and Model Cities programs. There are no existing procedures for joint citizen-Council-City staff development of programs. There is not enough time to develop a wide range of programs to meet District and City-wide problems. The first-year planning process, then, will be an attempt to approximate what we hope to achieve in future years.

Citizens will develop Community Development recommendations in a series of three community meetings in each of the flatlands Districts (North Oakland, West Oakland, Chinatown-Central Oakland-San Antonio, Fruitvale, Seminary, and Elmhurst).* City Councilmen will be requested to participate in the meetings in their Districts; City staff will also be requested to participate.

The first set of District meetings will be held during the week of December 9. Citizens will have received written information about Community Development prior to the meeting. The meeting itself will have two purposes -- to provide information and to determine and rank the few most important District problems. OCCUR will present information on the Housing and Community Development Act, the citizen participation process, and constraints, and will give an overview of City-wide policies and problems. Citizens will then discuss District problems with their Councilman and City staff, learning how their problems compare with other Districts and what the real possibilities are for relieving some of those problems through Community Development. Finally, the three or four major problems which can be affected by Community Development program activities will be ranked.

A second set of District meetings will be held during the week of January 6. At this meeting, citizens will work with City staff to develop Community Development programs to meet their major District problems. The third set of District meetings, held during the week of January 20, will be when citizens finalize the program recommendations for their Districts and cast these recommendations into a City-wide framework.

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*Because of the severe time constraints, it may be desirable to hold joint meetings of adjacent Districts.

Intensive participation by City staff will be required during these two meetings to help insure that the recommended programs will serve their intended purpose and will be possible to implement. It is also important that the City Councilman from each District attend these meetings. The meetings will provide the best opportunity for the Council to participate in program development. By participating, Councilmen will be able to provide the citizens with necessary information on City-wide problems and will have a much deeper understanding of the problems and priorities of the Districts.

Transmit Recommendations to City

Council and City staff participation in the District meetings will serve as one way to transmit recommendations from citizens to City government. Two other activities will also help. After the first set of District meetings, the Council should hold a public hearing/worksession in the evening (on December 19). At that hearing, a spokesperson from each District will present a statement of his/her District priorities. OCCUR will follow these presentations with comments intended to place these priorities in a City-wide context, relating District needs to City-wide policies as found in the Policy Plan. After Council discussion, it would seem appropriate for the Council to direct City staff to begin working on alternative programs to meet these priorities.

After the third set of District meetings, another Council public hearing /worksession would be held (on January 30). The Districts would recommend various Community Development programs, OCCUR would again relate the programs to City-wide policies, and City staff would offer their suggestions (which may or may not differ from the Districts'). After discussion, it would be appropriate for the Council to direct staff to prepare a draft application containing the programs recommended at the hearing. For both of these meetings, OCCUR will be prepared to assist the Districts in writing and duplicating their recommendations (if they wish assistance).

Cooperation among Districts

Just as the Districts must have the ability to take their priorities directly to the City Council, they must also have the opportunity to work together with other Districts so that program conflicts and duplication can be minimized and so that programs can be mutually supportive. Any District, of course, can call a meeting with representatives of other Districts whenever the need arises. To help encourage this coordination, OCCUR will call one or more meetings of District representatives prior to the third set of District meetings so that District programs can be coordinated. Non-flatlands Districts should also participate in this meeting so that they can see how Community Development programs may affect them.

That meeting should help the Districts present a coordinated set of recommendations to the Council, and should help reduce the potential for conflict at the Council public hearing on January 30.

Schedule of Activities

| | Activity | Approximate Date |
|---|---|---|
| 1. | City Council approval of citizen participation process | November 26 |
| 2. | Formal Council approval of "Citizen Participation Plan" (required by Act) | December 3 |
| 3. | Publication of Community Development Pamphlet | December 6 |
| 4. | News article and/or advertisement about Community Development, with schedule and location of meetings | December 8 |
| 5. | First series of District meetings<br>Agenda - information<br>- District priorities | December 9-13 |
| 6. | Council public hearing/worksession (evening)<br>Agenda - District priorities | December 19 |
| 7. | Second series of District meetings<br>Agenda - Begin program development | January 6-10 |
| 8. | Inter-District meeting to coordinate District programs | January 15 |
| 9. | Third series of District meetings<br>Agenda - Complete program development<br>- Apply City-wide perspective | January 20-24 |
| 10. | Council public hearing/worksession (evening)<br>Agenda - District program recommendations<br>- City-wide perspective<br>- Staff recommendations | January 30 |
| 11. | City staff prepares draft Community Development application | January 31-February 14 |

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| 12. | Mail draft application to Council and citizens | February 14 |
| 13. | Council worksession on draft application | February 20 |
| 14. | Council public hearing/approval of application | February 25 |
| 15. | Send application to ABAG for A-95 review | February 26 |
| 16. | Send application to HUD for approval | April 15 |
| 17. | District and City-wide meetings to develop Citizen Participation Plan for future program years | February 26-April 30 |
| 18. | Council worksession on Citizen Participation Plan | May 15 |
| 19. | Council public hearing/approval of Citizen Participation Plan | June 3 |

Estimated OCCUR Budget*, December 1, 1974-June 30, 1975

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|---|---|---|---|
| Funding Sources: | General Fund (currently authorized) | $ 8,332 | |
| | Community Development (Federal Funds) | 62,565 | |
| | Contributions (private sector) | 8,000 | |
| | Total | $78,897 | |
| Personnel: | | | |
| | Executive Director @ $17,250/yr | $10,062 | |
| | Planner @ $13,500/yr | 7,875 | |
| | Media Specialist @ $13,500/yr | 7,875 | |
| | District Coordinators 3 (half-time) @ $5,000/yr | 8,750 | |
| | Junior Planners (paraprofessionals) @ $4/hr | 7,000 | |
| | Executive Secretary @ $7,590/yr | 4,427 | |
| | Clerk-typist @ $6,000/yr | 3,500 | |
| | Taxes and fringe benefits @ 15% | 7,423 | |
| | | | $56,912 |
| Operating Expenses (estimates): | | | |
| | Rent @ $500/mo | 3,500 | |
| | Answering Service @ $30/mo | 210 | |
| | Xerox @ $150/mo | 1,050 | |
| | Commercial copying @ $150/mo | 1,050 | |
| | Accountant @ $75/mo | 525 | |
| | Mailing @ $100/mo | 700 | |
| | Postage @ $200/mo | 1,400 | |
| | Consummable Supplies @ $50/mo | 350 | |
| | Media budget @ $50/mo | 350 | |
| | Meeting budget @ $50/mo | 350 | |
| | District Publications, printing/dissemination @ $250/flatlands district/mo for 3 mos | 4,500 | |
| | | | $13,985 |
| Consultant Services** @ $150/day for 30 days | | | $ 4,500 |
| Capital Outlay (one-time): | | | |
| | Office equipment | $ 1,000 | |
| | Office furniture (unless donated) | 2,500 | |
| | | | $ 3,500 |
| Total, not to exceed: | | | $78,897 |

*All figures are estimates

**To consider procedures for monitoring and evaluation and for "conflict resolution."

## MONITORING AND EVALUATION

It is suggested that an effective means for monitoring and evaluating OCCUR's activities be developed over the next several weeks. The City Manager, OCCUR, and interested citizens and Councilmen could prepare such procedures for consideration by the City Council.

Some initial directions which might be explored include:

Monitoring:

1 - Council participation in District meetings, OCCUR-sponsored community meetings, and OCCUR Board of Directors meetings
2 - Quarterly reports of OCCUR activities, followed by Council worksessions
3 - City-maintained file of OCCUR reports, District recommendations, etc.
4 - Quarterly financial reports
5 - Annual financial audit

Evaluation:

1 - Semi-annual surveys of organizations
   a. Was information provided by OCCUR timely, useful, pertinent, and on important issues?
   b. Why or why not?
2 - Semi-annual interviews with City Council and staff
   a. Were citizens' recommendations facilitated by OCCUR timely, comprehensive, realistic, representative of interested citizens, and useful?
   b. Why or why not?